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Document No. 34

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CLASS. BY: TS S C

DATE: 13 MAR 1978

FROM: [REDACTED]

Date: 13 MAR 1958

10 September 1958

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Report #36  
Assessment and Evaluation Staff  
3-9 September 1958

1. C/A&E visited [REDACTED] to report the results of the survey of supervisors' attitudes toward OC #6 training evaluation reports. [REDACTED] being in Reserve training, the discussion was held with [REDACTED]. The attached report was left with him. The recommendation contained in paragraph 6b. was altered during the discussion. C/A&E recommended that the two "Eyes Only" pages be consolidated, thus eliminating the problem. Concerning the recommendation in paragraph 6a., [REDACTED] indicated he would take the matter up with [REDACTED]. There is a real problem in providing a frame of reference for the interpretation of the grades given. For one thing, standards in various courses vary, so that the supervisor is never quite sure of what a "Satisfactory" or an "Excellent" means. For another thing, within the OC itself, there is a wider distribution of grades for some subjects than for others. My own feeling is that use of class distributions expressed as approximate percentages would serve this purpose. From earlier discussions it is apparent that [REDACTED] does not like the idea of distributions from a single class being included on the form. He would have no objection to putting in distributions based on more than one class. The problem here is that there has been sufficient change in the course, and sufficient change in the student bodies from course to course, that there has been some reluctance to combine classes. There will undoubtedly be further conferences in an attempt to resolve the issues involved in order to make the reports more clearly meaningful to the supervisors. [REDACTED] of course, was pleased, as we all were, at the generally favorable reaction to our reporting system.

2. It has become apparent that there is little opportunity for making any selection of the student body for the ACC. Further, there has been considerable difficulty in getting

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Weekly Report #36

people scheduled for pre-course testing. Unless we can see some possibility of improvement in the situation, or at least a more clear-cut definition of what the selection standards are, it is questionable whether it is worthwhile to continue this effort of pre-course screening. TK

3. As a result of A&E Staff members' activity at the APA meetings, it is believed that three applications will be received for staff positions, and three for the Reserve unit.

4. Weekly meetings with the Director of Personnel concerning JOT's have resumed.

5. JOT training program: Several "JOT items" are being used this week in the current IOC. These short exercises, on organization and functions, are intended as teaching facilitators, rather than evaluation devices. They are introduced at appropriate points in the course as study organizers, and lend themselves to self-scoring and immediate feedback.



Chief, Assessment and Evaluation Staff

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Chief, Field Operations School

5 September 1958

Chief, Assessment and Evaluation Staff

Survey of DD/P Supervisors' Attitude Toward Training Evaluation  
Reports for OC #6

1. This survey was conducted during August to determine whether DD/P supervisors who had employees attending OC #6 had received the type of information they desired on the individual's performance in the course. Ten supervisors at the Branch Chief and Division Chief level were interviewed; this included all DD/P supervisors who had students in OC #6, with the exception of one who was not available. The interviews conducted by [redacted] followed a standard schedule of questions and usually lasted about one hour.

2. Results of the survey are forwarded as Attachment A. It will be noted that the new training evaluation form (a copy of which is enclosed as Attachment B) is being favorably received. For the most part, supervisors were getting the type of information which they regard as essential for guiding the individual in his operational work, assignments, and career.

3. The reports are given considerable emphasis by supervisors. A predominately poor performance in OC generally indicates that the individual will be reassigned to other type duties or transferred out of operations if other confirmatory information is available. If the OC poor performance record is inconsistent with what is known about the individual, he will probably be kept under close supervision and observation in the immediate months following training.

4. On the other hand, a predominately excellent performance in OC is apt to have very favorable implications for the individual's headquarters and overseas assignments, and opportunities for assuming more responsibility.

5. The "Eyes Only" sections of the evaluation reports are the most meaningful parts of the evaluation for supervisors. Generally, they thought the seven-point scale was adequate. However, there was some tendency for supervisors to ask for information which indicated the student's standing in his class, or which showed the numerical distribution of the students in the boxes on the seven-point scale.

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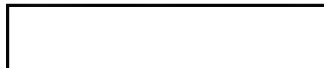
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**SUBJECT: Survey of DD/P Supervisors' Attitude Toward Training  
Evaluation Reports for OC #6**

6. The results of the survey would indicate the present reporting method for training evaluation being used in the OC courses is excellent for providing supervisors with sufficient information concerning their case officers. However, the following two recommendations are made in the interests of eliminating certain misconceptions which were apparent in the survey.

a. A general statement concerning the percentage of students falling within the different categories on the scale should be put on the dittoed form. This will provide a basis for the supervisor interpreting the performance of his employee. Although OTR regards "Satisfactory" as a good rating in OC, there is some tendency on the part of some supervisors not to regard it favorably. One supervisor, for instance, stated all individuals GS-11 or above should attain "Excellent".

b. The "Staff Impressions" section should probably contain a comment for each student, if possible. In the one case where "No Comment" appeared on the form, this proved to be of concern to the supervisor. It would have been valuable information to him to have known that his employee did not receive any of the positive or negative choices of staff members on the exercise which required instructors to select the individual they would most like to take on an overseas assignment with them, etc.



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Enclosures:  
Attachment A  
Attachment B

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